

WINTER 2005-06

The meeting brought together staff from across the country, including: Regional Managers (RMs), Office Managers (OMs), Project Managers and Co-ordinators. Volunteer Advisers were represented by Toronto in-house volunteer Gary Norton. (See below for more details.)

National Services staff meet at Six Nations in Brantford



Meeting of the minds

In late October, National Services staff gathered from across the country to attend a three-day meeting at the Six Nations in Brantford, Ontario. It provided an opportunity to exchange experiences, ideas, and best practices in order to achieve consistency across the country, and to improve and expand programs and services. Overall, the meeting was a great success, and created a synergy among the National Services team.

Pictured above from left to right are (top row) Gordon Breedyk, Nunavut Project Manager; Claudette Besner, Administrative Assistant Quebec; Ron Scanlan, RM Manitoba & NW Ontario; Eva Marie Lerat, OM Saskatchewan; Brian Smith, RM Atlantic; Sheryl McEwen, Manager of Operations; (second row) Bob Dickson, Vice-President National Services; Delia Scribleac, Executive Assistant to the Vice-President and Project Leader Aboriginal Women for Tomorrow Program; Feyzah Abdelmoumen, Coordinator SME-Youth; Audrey Ahenakew, RM Saskatchewan; Yvonne Dubois, OM Manitoba; (third row) Robin Vernest, OM Atlantic; Cheryl Larsen, RM Alberta; Debra Duguay, OM Alberta; (front) Jerry Smith, RM Ontario; and Gary Norton, Volunteer Adviser. ■

Bolivia: A CESO Bilateral focus

By VA John Blanchard

Bolivia has an area of 1.1 million sq kms, about the size of Ontario, with terrain consisting of the rugged Andes Mountains with a highland plateau, hills, and lowland plains of the Amazon Basin. With a population of nearly 9 million, it is surrounded by Brazil on the north and east, Peru on the west, and Chile, Argentina, and Paraguay on its southwest, south, and southeast.

Named after independence fighter Simon Bolivar, the country broke away

from Spain in 1825 and much of its subsequent history has consisted of a series of nearly 200 coups and counter-coups. Comparatively democratic civilian rule was established in 1982, but leaders have faced difficult problems of deep-seated poverty and social unrest. As recently as earlier this year, political unrest caused a short hiatus in CESO's bilateral program delivery, which was resumed in June.

Canada's initial formal involvement with Bolivia began with the accreditation of the Canadian Ambassador in 1961. The Canadian Consulate in La Paz

**CALGARY MEETING UPDATE, CESO BIRTHDAY CELEBRATED
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Calgary VAs Do More

Take a CESO Volunteer Adviser (VA), ask him/ her to do an assignment, and he/she is hooked on doing even more good.

For many years, VA Ed Given has been providing golf clubs (woods and irons) to First Nations junior boys and girls. Each spring, he collects golf clubs and range balls from friends, polishes them, and delivers them to the golf professionals on Reserves. The golf pros in turn give them to young Aboriginals in Southern Alberta.

VA Jack Stevenson knows and loves computers and he wants all Siksika First Nations youth to have a computer in their home. Working through Old Sun College, Jack was able to secure many library books and 35 used (working) computers for free distribution. Imagine a new life for your old computer!

CESO congratulates these VAs and the many others making similar contributions across Canada for their initiatives and generosity. ■

Bertha Davis, Volunteer Coordinator, CESO Calgary Office

In Memoriam

Our condolences go to the families of the following CESO volunteers who recently passed away:

André Bellessort of Montréal, QC
Larry Brown of Ottawa, ON
Robert Dobson of Etobicoke, ON
Jerome Laper of Montréal, QC
Guy Laurendeau of Montréal, QC
Lawrence McCall of Oakville, ON
Wayne Mooney of North Vancouver, BC
Stan Petran of Calgary, AB
Dave Roxburgh of North Vancouver, BC
Clayton Scott of Kitchener, ON
Joe Tsukamoto of Brandon, MB

Their friends and associates will miss them. ■

Canada-Cameroon project to promote greater public involvement in local governance

CESO/Canada25 volunteer advisers will train Cameroonian counterparts in development of good governance practices.

In May 2005, the Canadian government announced over \$8 million in funding for Canadian civil society and private-sector organizations to support projects that promote and facilitate innovative approaches to strengthening good governance practices in the developing world. These projects were to be funded by the Canadian International Development Agency (CIDA) through Canada Corps.

In all, 161 proposals were received and 16 projects were selected for funding. CESO is pleased to announce that among those selected was a proposal submitted jointly by CESO and Canada25. The project will take place in Cameroon.

The main objectives of this project are:

- to strengthen the capacity of two branches of an association of elected municipal officials, *L'Association des Communes et Villes Unies du Cameroun* (or CVUC; Association of Villages and Communities of Cameroon). The two branches are CVUC Centre and CVUC North-West.

- to strengthen the capacity of one non-governmental organization, *Association de Lutte contre les Violences Faites aux Femmes de L'extrême Nord* (or ALVF-EN; the Association of Women Against Violence, Far North Region).

- to increase public participation in community development activities and to support the strategic interests of marginalized groups such as women and youth.

The duration of this project is two-and-a-half years, starting October 2005. The implementation phase will mobilize over 45 CESO and Canada25 Volunteer Advisers to train Cameroonian counterparts in the development of good governance practices. This will be done through a series of needs assessments workshops, train-the-trainers sessions, and awareness-raising campaigns.

Partner representatives will also be invited to Canada, where they will participate in various activities, including public engagement events organized by both organizations, internships, and experiences sharing. ■

Getting things done in the Nunavut government

Now in its fifth year, CESO's work with the Government of Nunavut (GN) has grown from an initial three to the present ten departments and agencies. As part of CESO's work, Volunteer Advisers (VAs) now serve as mentors to many senior managers and other GN staff.

CESO's agreement with Nunavut defines the main goals as helping to:

- build a strong and effective government which reflects the values of Inuit culture; and
- achieve the goal of Article 23 of the Land Claims Agreement – namely, to raise Inuit employment in government to a “representative level” (85%).

Emphasis in assignments is always on skills transfer, and increasingly the assignments consist of mentoring Inuit managers, usually over a period of twelve months. Well-defined methods have been developed for helping “mentees” to create a

personal Learning Plan, and for helping VAs to provide appropriate mentoring support, both face-to-face and by e-mail and telephone.

Late in 2004, arrangements were made for CESO VA Bill Van Iterson to mentor Malachi Arreak, the Regional Director of Community Operations for the Department of Economic Development and Transportation (ED&T). Malachi and his team, who are based in Pond Inlet, near the northern tip of Baffin Island, are responsible for promoting Community Economic Development (CED) for Baffin Region.

Malachi was the first Inuk to attend Trinity College School, and completed high school in Iqaluit. He was a key player in the negotiation of the Nunavut Land Claim Agreement, which led to the creation of Nunavut, and subsequently was appointed to important positions on the Nunavut Wildlife Board, the Nunavut Wildlife Research Trust and the Nunavut Planning Commission. In 2003 he was elected Vice-President of the Inuit Association for Baffin Region.

In spite of his extensive experience, Malachi told his new mentor, in a long initial conversation, that he had never really wanted to be a “bureaucrat.” He wanted to know how to operate and how to “get things done” in the government environment.

Bill's first trip to Pond Inlet was in February. Its main purpose was to get to know Malachi and with him develop a Learning

Plan for the 12-month mentoring period. A second goal was to meet Malachi's staff and see if it would make sense to include them in the mentoring process, and, if so, to develop Learning Plans for them as well. The result was a set of Learning Plans for Malachi and five of his staff, both as a group and individually. The focus of all the plans was to clarify job descriptions and to develop a clear set of goals and work plans for everyone.

At the same time, Bill worked with Malachi on some specific skills. A key one was to help him to understand the role of a financial variance report as an important means of communications between a Director and his Deputy Minister.

In April, the VA helped the staff to revise their job descriptions to make them clearer and more consistent.

During Bill's second two-week visit to Pond Inlet, in late May, the focus was on clearly defining the goals of the CED team in the Directorate. Together the team reviewed the goals of the Government of Nunavut, their Department, and the Nunavut Economic Development Strategy. Then, from these documents, they developed the goals for their team. They were delighted to finally have a much clearer statement of what they should be trying to do. The next step is for each person to develop and carry out his/her own work plan, based on the team's goals. In October, that process was still underway.

In a recent conversation with Bill, Malachi said, “You know, I think I am getting to know how to be a bureaucrat and get things done in this organization.” ■



Pictured are VA Bill Van Iterson and the Baffin Region Economic Development team around a whalebone sculpture in the ED&T office in Pond Inlet. Clockwise: Leslie Qammaniq; Christina Haight; Malachi Arreak, Director; Rhoda Katsak; Bill Van Iterson; Juana Fuentes; and Nellie Erkloo.

Public Engagement at CESO

Public Engagement continues to mobilize CESO VAs to help sensitize the Canadian public and media about issues in international development and help enhance CESO's image.

In the works for this winter are templates and resources to support independent actions by VAs. Such materials will include information sheets on international development, media-contact guides, and templates for e-mails and letters. On December 5, 2005, CESO VAs, staff and volunteers from other organizations held a major event in the Rotunda of Toronto's City Hall to commemorate the UN's International Volunteer Day. ■

VA Forum

We want your feedback and will publish a selection of your comments in each edition of FOCUS. We welcome letters to the editor, first-person CESO assignment accounts, assignment pictures, travel tips, reports from CESO Clubs, etc.

Please send your submissions to Josie Marchese at jmarchese@ceso-saco.com. ■

Update your volunteer file information

- Do you have a new e-mail address or a change in your personal information?
 - Do you want to add to your skills classifications?
- Roster Services keeps your personal information up-to-date. Please e-mail any changes to toronto@ceso-saco.com. ■

Spread the word - pass your FOCUS on to a friend

New Country Representatives

Philippines

Matt Navalta, who was the former Program Manager for Corporate Volunteers for Enterprise Development (CVED), a Filipino business advisory program in partnership with CESO, is CESO's new Philippines Country Representative (CR).

Mr. Navalta has a BA in Economics from Saint Louis University, Baguio City, Philippines and a Master's Degree in Public Administration from the University of the Philippines.

Mr. Navalta worked as a Volunteer Micro Business Consultant for Inter Aide, a French NGO which



implemented a micro-credit program in poor communities in Metro Manila. As manager of CVED, Mr. Navalta says, "I learned the ropes of business volunteer advising from my training at CESO in Toronto. I also had an opportunity to temporarily manage the CESO Partnership Program.

"As the new CR, my focus will be on the manufacturing and tourism sector, and assisting local governments in their entrepreneurship development programs. Both the manufacturing and tourism sectors need urgent help to develop their potential and enable them to provide more employment opportunities. Local governments on the other hand, can steer enterprise development in the countryside and this can be

facilitated through the help of expert advisers."

Mr. Navalta is married and has a son, 20 and a daughter, aged 16.

Ukraine

Olga Vergeles is the new Country Representative in Ukraine.

Ms Vergeles majored in Management of International Economic Activity of Enterprises at the Kyiv Economic Institute of Management and has also completed training in customer service, sales development and networking capital reduction.



For the last four years Ms Vergeles has worked as Customer Service Manager for a British company in the Ukraine distributing textile-related products. Prior to that, for three years, she was a specialist in the Sales Department of a household goods chemical company. Her experience encompasses communication with current clients and development of new business opportunities; establishment and maintenance of an electronic data base of all the clients; and preparation of reports, sales analysis, and competition market research.

Ms Vergeles has also worked as a translator and tour guide with the Kyiv Youth Labour Centre. In addition to Russian, which is her mother tongue, she is fluent in Ukrainian and English. ■

Business seminars in Russia

By VA Denis Stephenson

The Russian Academy of Entrepreneurship, interested in seminars in management methods in Canada and current economic trends affecting North American business, applied for CESO assistance in 2004. I was assigned to work with professors, staff and senior students, (part-time business people in most cases), to review the latest trends with them.

The Russian Academy is a private university accredited by, but not funded by, the Russian Government. As such, its students must pay fees, unlike most of the students at state universities. The Academy was started in the early 1990s following the collapse of the Soviet Union. It is also funded by private business and has many part-time business students currently employed in Russian industries. The Academy also runs seminars for

various segments of industry both in Russia and in Europe and the USA. Its current thrust for these seminars is in insurance and banking. The Academy has ten branches throughout Russia, the farthest is nine-hours time difference east of Moscow – very near Alaska.

► “I met with senior administrators... to develop future business ties...”

During two CESO assignments in as many years, I delivered several seminars to business people, students and professors. I conducted five seminars in Moscow; two weekend seminars in Vladimir, a city 100 kilometers from Moscow; two business seminars in Volgst, a city on the Volga River; five seminars to demonstrate how Canadian universities and colleges effectively use the case-study approach; two days of seminars at the Academy branch at Briansk, a city on the Ukrainian border; and two days at

Chelyabinsk, a city of 1 million people in the southern Ural Mountains.

As well, I met with senior administrators and discussed having Russian insurance and possibly banking executives visit Canada for one to two weeks to meet with Canadian executives for training and to

possibly develop future business ties with Russia.

After the assignment, my wife joined me in Moscow for a week and we traveled to St. Petersburg, the beautiful “Venice of the North” on the Baltic Sea. Throughout, we found the Russian people very friendly and most interested in Canada.

We noticed a great deal of economic activity. There are many consumer goods available, but most are imported from Asia, Europe or the USA. There remains a great deal of poverty, especially among the elderly, and the Russian infrastructure is quite underdeveloped. Traffic congestion in Moscow is unbelievable! Of perhaps more concern is the slow pace of its democratic development.

On my return to Canada I began looking into the possibility of a seminar in Canada for Russian insurance executives. Canada has a great deal to offer not only in business training but through the strong example of our democratic system. ■



With the Russian Academy of Entrepreneurship in the background, VA Denis Stephenson, fifth from the left, is pictured with the Head of the University Branch in Briansk and some of the students.

CESO Staffing News

Shelley D'Angelo has been named CESO's Director, Development and Communications. Originally from Calgary, Shelley earned her BA from the University of Alberta, and her MBA and Masters of Art History from the University of Calgary.

Her masters' work brought her to Toronto where she landed a position as a sales agent with the art gallery, Libby's of Toronto, a high-end, full-service, private Canadian Art Gallery specializing in work by the Group of Seven. Shelley then became a Manager in the Education Department at the McMichael Canadian Art Collection museum where she worked for two years and had the pleasure of dealing with Aboriginal and Inuit artists.

An entrepreneur at heart, Shelley decided to try her hand at partnering her own business and became a Fundraising/Development Consultant with D'Angelo and Company. Later, Shelley opened an Italian restaurant in North Toronto. While the restaurant was a success, working long hours for five years took its toll and Shelley returned to consultancy work with Grouper Systems Canada. She was then courted by Pepsi Bottling Group in Toronto to work as the Area Sales Manager - Foodservice.

CESO is fortunate to have this highly-disciplined and results-oriented professional with her varied, professional experience, entrepreneurial spirit and motivation.

Azhar Nawaid is CESO's new MIS Director. He replaces **Ron Hamanaka** who left CESO on September 30, 2005. Azhar has over 14 years of IT experience and comes to CESO after having spent 12 years with Sri Lanka's National Packing Products Company.

Azhar's experience is extensive, including: project planning; business requirement analysis; system design and development; and development of a new and complete application software package. Azhar has a B.Com from Karachi University and a B.E. Computer Systems Engineering from N.E.D. University of Engineering and Technology.

Cheryl Larsen is the new Regional Manager for the Alberta and NWT region. Effective October 24th, Cheryl

has been working out of CESO's Edmonton office.

Cheryl is a member of the Sturgeon Lake First Nation in Alberta. She earned her Bachelor of Arts from the University of Alberta and her Bachelor of Social Work degree from the University of Calgary.

Over the last number of years she has served in a variety of capacities with the Aboriginal community, including spending four years as the Executive Director of Treaty 8 First Nations of Alberta, a Director of the First Nations Counselling Centre in Edmonton and a number of years as a Director of Child Welfare for the Lesser Slave Lake Indian Regional Council, High Prairie, Alberta.

"Cheryl will bring her many skills to CESO and help us move forward as we continue to grow the organization," said Bob Dickson, Vice-President National Services. "I look forward, very much, to working with her. Cheryl will add to the great group of people we have working at CESO and will contribute to the good work we do."

Margaret Mahan, a Métis from British Columbia (BC), is CESO's new Regional Manager for the BC/Yukon region effective January 30, 2006. She replaces **Robert Simon** who left CESO in October 2005.

Margaret has a Masters Degree in Public Policy from Simon Fraser University and has extensive experience in adult education, community development, and public sector management.

Margaret was the Dean, Institutional Development at Nicola Valley Institute of Technology, a First Nations' Post-Secondary Institution in BC, and the Department Head/Chief Instructor. At Nicola Valley, she created and taught the first Community Economic Development Diploma accredited program for Aboriginal People. Margaret has also worked for Douglas College, United Nations Association and Canada World Youth.

CESO volunteers will remember **Crengutza Viscun** as the pleasant voice at the other end of the phone in the Roster Services department. Crengutza, who served as the Roster Assistant for five years, was ready for a

new challenge. She is now the Human Resources assistant and replaces **Kathleen Merrigan** who worked with CESO for more than five years. Kathleen left on November 11 for a more senior human resources role. "I will miss her assistance, knowledge and support," said Kathleen's supervisor, Cameron Bourne, Director of Human Resources and Volunteer Services.

Crengutza came to Canada seven years ago from Romania where she studied French Literature and Linguistics at the University of Bucharest. She is fluent in Romanian, English and French.

Leslie Venturino is the new Development Co-ordinator, effective November 21, 2005. She replaced **Suzanne Justin** who was approached and subsequently accepted a promotion to work with the Development Department at the Breast Cancer Foundation. Throughout her eight years with us, Suzanne provided a very high level of professional support to our Development initiatives.

Leslie comes to CESO from Invest In Kids, a Toronto-based charity where her work included corporate and foundation fundraising as well as special events planning and donor stewardship. In addition, Leslie has worked with the Centre for Social Justice, also in a fund development role.

Douha Hennaoui is CESO Operations Centre's new receptionist. She replaces **Andrée Cavanaugh** who left on November 4. Andrée joined CESO in June of 2004 and regrettably resigned because her husband found a new job in Vancouver. "I very much loved working here," said Andrée. "Maybe some day my path will cross with CESO again either as an employee or as a volunteer."

Douha arrived in Canada early in 2005 from Damascus, Syria, where she held administrative, customer service and sales positions with the United Nations and an oil and gas company. She has a BA in English Literature from Université de la Sorbonne, Paris, and a Diploma of English Literature from Damascus University.

Yvonne Sams who worked in CESO's Vancouver, BC, office left in October. **William Chiang**, who worked in CESO's Accounting Department, left on December 30. He accepted a more senior position with a medium-sized corporation allowing him to achieve his career goals. A search for both positions is well underway. ■

CESO's new and improved Web site

After months of planning, CESO will release its remodelled site in February 2006. The new site will have an updated look and easy to navigate functionality. Take note of the login section which contains information and resources for volunteers, staff and CESO members. Visit the site at www.ceso-saco.com. ■

National Services Programs Update

CESO has received verbal confirmation from Canada Economic Development that the proposal for funding of the SME-Youth Entrepreneurship Program was approved. As before, the new contract, which has been expanded, will cover a three-year period. Start dates and details are to follow.

CESO is excited to start moving forward on this program. Congratulations to staff and volunteers involved. ■

At 85, VA retires from CESO

Harry Moses of London, Ontario, has retired from CESO, but will continue to provide consultancy services to other CESO volunteers going abroad.

An industrial engineer, Mr. Moses worked for General Motors of Canada for 26 years before joining CESO in 1977. He completed more than 20 assignments in Bolivia, Colombia, Costa Rica, Guyana, India, Kenya and Peru. Mr. Moses proclaimed, "The greatest reward of working as a CESO volunteer was seeing a change of attitude on the part of company management whereby they recognized the workers as their most valuable resource, to be treated with respect while providing for their welfare. Observing the workers' enthusiastic responses was well worth my time and commitment." ■

CESO VA meets client's rigorous requirements

By VA Penny Williams

When Gordon MacIver wanted a well-informed, highly credible evaluation of the Waycobah (We'koqma'q) First Nations Schools, he turned to CESO. "We had a very satisfactory experience with a CESO VA some eight or nine years ago," explains the community's Director of Education, "plus a positive recommendation from the Economic Development Officer here, who recently had a CESO VA deliver some financial workshops and was pleased with the results."

Mr. MacIver had a rigorous set of requirements for the assignment. "We compete with the provincial schools [for First Nations students], and we want to demonstrate that the quality of education being offered here is as good as in the provincial system, or even better. But it's not enough for us to say so, we need to offer parents a qualified assessment from an independent source."

CESO VA Mark Boon had exactly the right background for the assignment. The former Superintendent of the Springhill Board of School Commissions, he already had experience in dealing with the provision of educational services in a First Nations context. "I was basically asking him to carry out his old job description," says Mr. MacIver. He adds, "And we liked the way he carried it

out. He came in, and he listened. He didn't make on-the-spot judgments."

Mr. Boon's eventual report reflected this collegial approach. He thanked those he had met for their time and insight; he noted that his goal was to stimulate thought and discussion, not to set out "cookbook recipes" for slavish application; and he provided assessments and suggestions designed to help all Waycobah stakeholders recognize the strengths of what they had already accomplished, and consider ways they could build on those strengths to enhance the educational experience for their young people, and, indirectly, the quality of life for the community as a whole.

"Time limitations meant that Mr. Boon could only address the first three elements of our request: jurisdiction, governance, and organizational structure," says Mr. MacIver, noting that it was particularly valuable to receive not just the suggestion that they establish a school board, but an array of school board models to consider, complete with their pros and cons.

"It was an excellent review," concludes Mr. MacIver. "We very much want him to come back and do the same sort of comparative evaluation for the remaining three areas: curriculum, student outcomes, and teacher training and program delivery." ■

CESO Clubs Update

Vancouver Island

Bill Feyrer
250-595-1905
bill.feyrer@shaw.ca

Surrey/White Rock

Dean Struble, Chair
604-536-6983
strubled@shaw.ca
(Vice-Chairperson - Chuck Belotte)
The Club meets the third Tuesday of the month at the White Rock Library. Regular meetings will be held from February to June and September to November. The Club will hold a holiday season luncheon the third Sunday of January and a summer barbecue the third Sunday of August 2006.

The tentative speakers for 2006 are as follows:

Feb 21 - Lisa Duprey, Jamaica, children's program

Mar 21 - Fred Holl, Russia, information technology

April 18 - Tom Coulson, Russia, hospitality

May 16 - Ross Deegan, Bolivia, petroleum agreements

June 20 - Kamran Goodarzi, Senegal, company management

Sept 19 - Steve Dudra, Philippines, hospitality

Oct 17 - Sandy Segaran, China, forestry renewal

Nov 21 - Dean Struble, China, greenhouse crops

Vancouver/North Shore

Priidu Juurand, Co-Chair
604-872-6001
priiduj@shaw.ca

Our 80 or so members are invited to meet once a month on the second Tuesday of the month at the West Vancouver Library. All CESO VAs are welcome.

Our sincere condolences to VA Janis Mooney and family on the passing of her husband, VA Wayne Mooney, and to VA Dave Roxburgh's spouse and family for the loss of their loved one.

Our best wishes for a safe and prompt recovery to VAs Ken

Thomas and Dale Owen.

Southern Alberta

Eldon Loucks
403-256-6838
tomelinv@shaw.ca
Meetings are held the first Monday of each second month from October to June from 11:30AM-2:00PM at Fort Calgary, 750-9th Ave. S.E., Calgary.

Northern Alberta

Rick Boyd, Interim president
780-487-0762
rboyd@compusmart.ab.ca
The club has embarked on a process of renewal, concurrent with the Regional Manager (RM) vacancy. Special meetings have been held monthly in this regard. We plan to resume regular sessions in January and every second month in 2006. Welcome to the new RM for Alberta and NWT, Cheryl Larsen.

Saskatoon

John Chernoff
306-343-8701
jlchern@sasktel.net

Winnipeg

Bill Barbaza
204-489-7585
barbaza@mts.net

Ottawa

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613-829-8602
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613-236-7763
The Ottawa CESO-SACO Club meets monthly for a luncheon at the RA Centre, 2451 Riverside Drive. Seats should be reserved at least one week ahead by calling the CESO Office (613) 236-7763, voice-mail extension 306.
Dates for 2006 are (Tuesdays) Jan. 10, Feb. 7, March 7, April 4
Agnès van 't Bosch, Vice-President International Services addressed the Ottawa Club at their luncheon on

December 6. Agnès' presentation was entitled, "International Volunteers: Passion, Impact and Change".

Niagara

William (Bill) Miles
905-468-9256
wmiles@niagara.com
The CESO Niagara Club meets four times a year. The most recent meeting was on October 6th, with about 30 people in attendance. This included a few guests whom we hope will soon become CESO Volunteers. The Speaker was Enrique Williams, CESO Contract Director for Latin America & the Caribbean.
The next meeting will be on Thursday, January 26, 2006 at 12 noon. (Location not yet determined.) As there is not yet a CESO Club for residents of the Hamilton & Burlington areas, VAs from there are welcome to attend the Niagara Club meetings.
For further information, contact Bill Miles, Chair (wmiles@niagara.com, 905-468-9256), or Helen Johnson, Membership Secretary (helenj@vaxxine.com, 905-892-2937).

Sherbrooke

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Fax: 819-566-0005
The office is open on Thursdays from 1:00-5:00 PM.

Montreal

Normand Chevrier
normchevrier@yahoo.ca

Quebec Est

Benoît Bisaillon
418-660-9640 ext. 286
benoit@canadaide.org
The Quebec Est CESO Club office is staffed on Mondays, Wednesdays and Thursdays.

Two New Board Members

Ernie Daniels of Ottawa, Ontario, and Peter Kendall of Belfountain, Ontario, are CESO's newest board members.

Ernie Daniels became the President and Chief Operating Officer of the Aboriginal Financial Officers' Association of Canada (AFOA) in March of 2004.

Founded in 1999, the not-for-profit AFOA is the result of teamwork between the Assembly of First Nations and the Certified General Accountants (CGA Canada) Working Group.

Mr. Daniels is a Certified General Accountant and a Certified Aboriginal Financial Manager. Prior to joining AFOA Canada, he was the Director of Assessments and Finance Operation at the Aboriginal Healing Foundation. He has worked at a number of Aboriginal not-for-profit organizations in leadership and management positions.

Recently, Mr. Daniels joined the Board of Directors of the Canadian Council of Aboriginal Business.

Peter Kendall is a consultant with SunOpta Inc., a high-growth natural, organic and specialty food manufacturer and distributor.

Prior to joining SunOpta, Mr. Kendall was the President of the Schad Foundation. As President, Mr. Kendall was instrumental in the development of major innovative projects.

Prior to joining the Schad Foundation, Mr. Kendall was the Vice-President of Helios/Oceana Ltd., a leading systems integrator of computer systems. He also has several years of experience working with youth as a teacher and a camp director.

In May of 2005, Mr. Kendall was named one of Canada's Top 40 Under 40, a prestigious national award program to celebrate the leaders of today and tomorrow and to honour Canadians who have reached a significant level of success, but have not yet reached the age of 40. ■

Calgary Meeting Update

Keith MacDonald to continue as Interim President and CEO

On November 14, 2005, Gordon Cummings' resignation as President and CEO was accepted by CESO | SACO's Board.

This news was delivered to CESO staff and in-house volunteers by Board Chair Keith MacDonald. A search for a replacement has been immediately undertaken while Mr. MacDonald serves as Interim President and CEO.

At the meeting in Calgary, the Board thanked Mr. MacDonald for stepping in and formerly adopted the motion allowing him to continue in this interim capacity until a replacement can be hired.

CESO VA Luncheon

VAs from Calgary and as far as Lethbridge, Alberta, met with CESO's board and key staff members during the VA Luncheon & Dialogue with Directors session held in Calgary on November 26, 2005. The luncheon was followed by a free-flowing, interactive session to determine the topics to be discussed during the afternoon workshop. Board members received input from the VAs present and discussed opportunities and challenges.

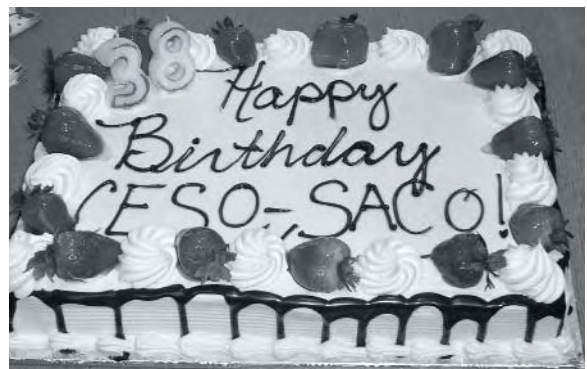
Strategic Plan

In October, the revised Strategic Plan was made available to volunteers for comments and suggestions. Thank you to everyone who took the time to respond. With those comments in mind, the plan was re-revised and submitted to the CESO Board for review at the November meeting in Calgary.

Toolkits

Shelley D'Angelo, CESO's Director of Development and Communications announced the development of new resources for VAs. The first toolkit, "Communicating With Politicians," gives an overview of how to contact one's MP. The second toolkit, "Presenters' Resources" provides information for VAs undertaking speaking engagements or media interviews. These kits will be useful as general "facts about CESO" documents and will be available for downloading from the login section of the new CESO Web site as described on page 7. ■

Gearing up for CESO's 40th Anniversary in 2007.



CESO was founded on December 2, 1967. Staff and in-house volunteers celebrated CESO's 38th Birthday at Operations Centre in Toronto.

Bolivia

Continued from page 1

continues to foster the expansion of political, trade, economic and investment relations

In 1996, CIDA selected CESO to deliver the "Public Sector Reform Project" to public institutions in Bolivia. Phase one ran from July 1, 1996 until December 31, 2000. In February 2001, CESO signed on to phase two, which runs until January 31, 2006. Its goal continues to be the increase in economic growth through reform and more efficient delivery of public services.

Kasia Zakowska, Bolivia Project Manager, explains that each phase of this bilateral program has made use of both the "lead VA" and "standard" approach to identifying needs, preparing strategies, selecting

implementers, monitoring progress, and evaluating results.

For example, in the past year under lead VA Helen Eriks' plan, VA Martin Thomas helped prepare a strategy for the town of Huanuni leading to tourism development; VA Henning Rasmussen helped by drafting and eliciting public input for urban development and land use plans for the municipalities of San Borja and Minero; and VA David Willis helped prepare a feasibility report, measurement program, and plan of action for San Borja's flood containment.

Lead VA Bob Farquharson's plan saw VAs Glenn Sunderstrom and Arun Dey each undertake an assignment with the Fiscal Control Unit of the Hydrocarbon Sector, the first establishing an information system, its updating and application, and improving the auditing and tax collection processes and procedures; the

second enhancing downstream business auditing to eliminate tax avoidance. The client expects better information and greater tax revenues.

During that same period, using our standard approach, VAs Fiona Crean, Rocky Dwyer, Daniel Kyba, Michael Nekechuk, John Pasemko, Jane Ross, Alasdair Sinclair and Harold Stewart all worked in Bolivia. Their clients included the Departments of Transport and Electricity, both of which will benefit from improved corporate images, communications, and consumer feedback; the National Institute of Statistics which will have an improved operating and analytical efficiency and public image; and the National Museum of Archeology where the main gallery was redesigned, new display equipment purchased, and a more dynamic and entertaining technique brought into use. ■

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